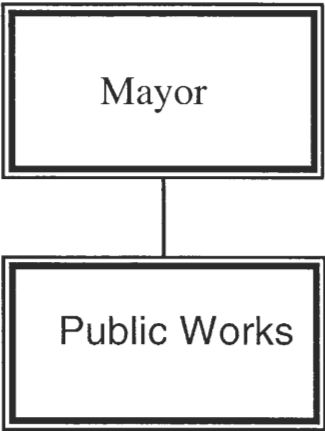


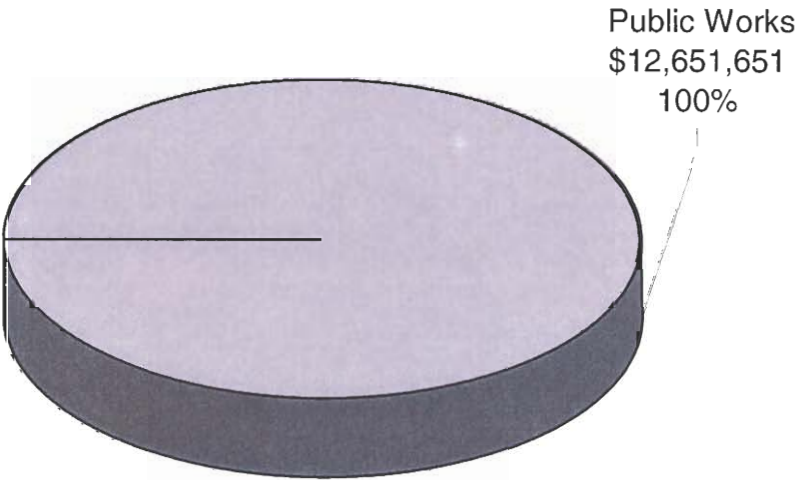
# Infrastructure

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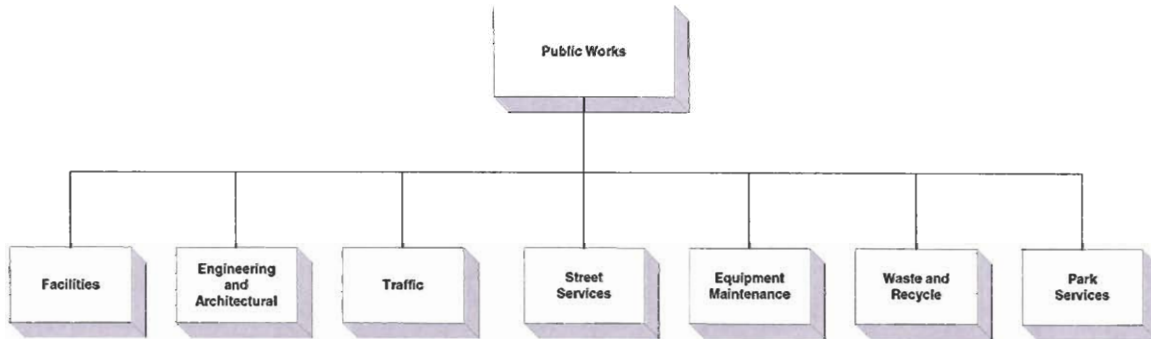
*Department Expenditures as a Percentage of Infrastructure Total*

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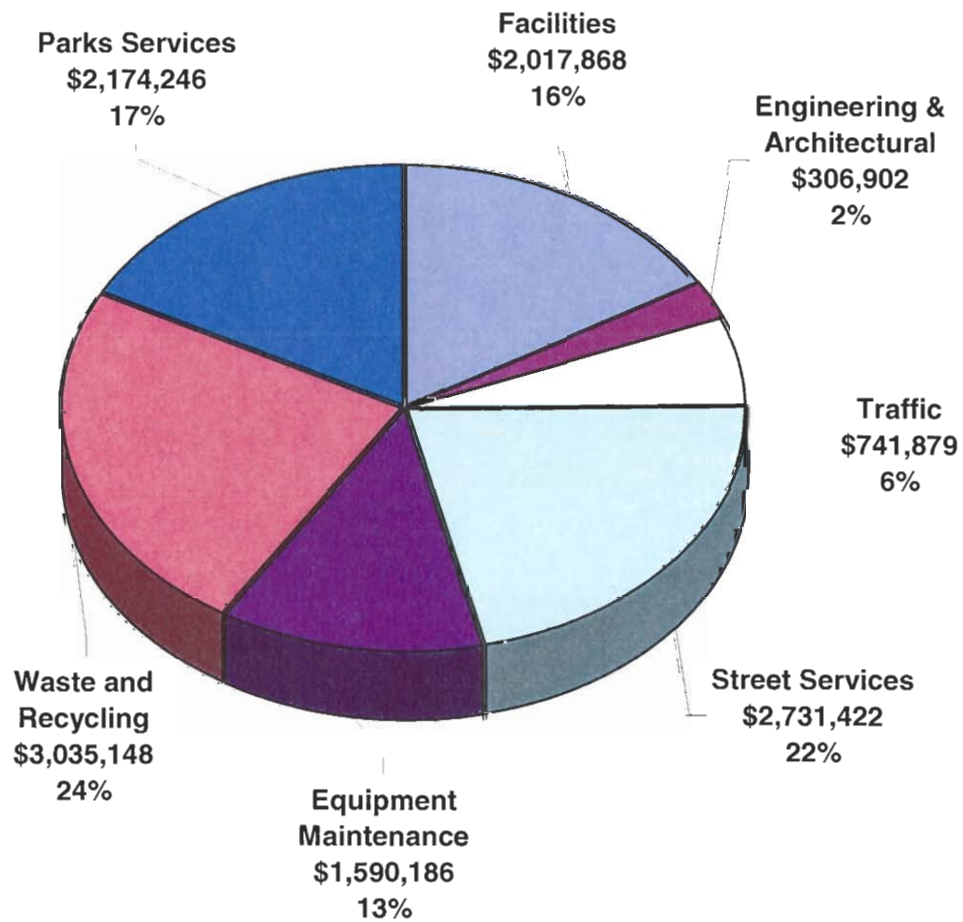


## PUBLIC WORKS

### DEPARTMENT ORGANIZATION BY PROGRAM



### PROGRAM PERCENTAGE OF TOTAL PUBLIC WORKS BUDGET



**23-1  
PUBLIC WORKS**

**MISSION STATEMENT**

The mission of the Department of Public Works is to provide quality infrastructure services for engineering projects, parks, transportation, buildings, equipment, flood control systems and to collect, dispose of and recycle municipal solid waste.

**SIGNIFICANT FEATURES**

The 2005-2006 Adopted Budget is \$12,651,651. This reflects an increase of \$327,692 over the 2004-2005 Adopted Budget. The net increase is the result of contractual increases to salary accounts and costs for replacement of vehicle parts, offset by partial year funding of vacancies. The total cost of legally mandated activities is \$8,185,239, which is 65% of Public Works' Adopted Budget.

**DEPARTMENT BUDGET SUMMARY**

		<b>FY 03 - 04</b>	<b>FY 04 - 05</b>	<b>FY 04 - 05</b>	<b>FY 05 - 06</b>	<b>FY 06 - 07</b>
		<b>Actual</b>	<b>Adopted</b>	<b>Revised</b>	<b>Adopted</b>	<b>Forecast</b>
<b>Division</b>						
311A	Administration	1,384,818	797,756	665,770	0	0
311B	Facilities Services	1,669,844	1,778,732	1,813,427	0	0
311C	Engineering Services	412,553	191,049	306,477	0	0
311D	Transportation Service	2,461,024	2,489,740	2,934,693	0	0
311I	Equipment Maintenance Services	2,604,791	2,416,335	2,421,902	0	0
311J	Waste & Recycling Services	3,223,687	2,948,585	2,994,723	0	0
311L	Park Maintenance	1,746,938	1,701,762	1,593,655	0	0
311M	Fuel, Utilities & Tip Fees	8,241,866	0	0	0	0
<b>Program</b>						
3110001	Facilities	0	0	0	2,071,870	2,178,768
3110002	Engineering & Architectural	0	0	0	306,901	315,584
3110003	Traffic	0	0	0	741,878	777,166
3110004	Street Services	0	0	0	2,731,422	2,877,070
3110005	Equipment Maintenance	0	0	0	1,590,187	1,659,304
3110006	Waste and Recycling	0	0	0	3,035,148	3,239,308
3110007	Parks Services	0	0	0	2,174,245	2,290,733
<b>General Fund Total</b>		<b>21,745,519</b>	<b>12,323,959</b>	<b>12,730,647</b>	<b>12,651,651</b>	<b>13,337,933</b>
<b>GENERAL FUND</b>	<b>Positions</b>	<b>293</b>	<b>263</b>	<b>263</b>	<b>249</b>	<b>249</b>
	<b>Revenue</b>	<b>2,102,012</b>	<b>2,382,250</b>	<b>2,393,360</b>	<b>2,951,860</b>	<b>2,125,200</b>
	<b>Fringe Benefits Cost</b>	<b>3,617,631</b>	<b>3,311,448</b>	<b>3,899,132</b>	<b>3,878,686</b>	<b>4,117,698</b>
	<b>Other Fund Total</b>	<b>1,459,000</b>	<b>700,000</b>	<b>1,700,000</b>	<b>2,712,000</b>	<b>2,508,000</b>
<b>OTHER FUND</b>	<b>Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Revenue</b>	<b>1,385,000</b>	<b>1,239,000</b>	<b>2,239,000</b>	<b>2,773,000</b>	<b>2,808,000</b>
	<b>Fringe Benefits Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**23-2**  
**PUBLIC WORKS**

<b>BUDGET HIGHLIGHTS</b>
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**Fiscal Year 2004-2005**

- Paved 22.74 lane miles of roadway surface on streets and repaired an additional 12,794 square yards of road surface through the cut and patch program.
- Assisted in the reengineering and improvement of the Special Event Fee Billing and Collection process.
- Implemented a Fleet Management System which will increase productivity and efficiency by tracking data, maintenance, labor costs, etc.
- Expedited the purchase of police vehicles using state contracts.
- Developed a master 10-year plan for equipment replacement.
- Executed on-call consultant contracts including purchase order issuance for 3 out of the 4 on-call consultants (Urban, M&M, and VHB). The one remaining contract (URS) is currently in progress and will be executed by April 15<sup>th</sup>. The progress in this area has been enabled the consultants to forge ahead in several very critical projects.
- Reorganized the Sanitation Collection routing system, effectively making the most efficient use of technology, equipment and people in order to maximize the Department of Public Works' resources in targeted geographic areas throughout the City. This will allow the full utilization of a division's resources in specific areas without dispersing work effort in multiple disjointed/ nonadjacent areas.
- Expedited several key projects that were previously stalled for numerous administrative and technical reasons. These projects include the Newington Avenue project, the Asylum Street project, the Riverwalk North project, several Streetscape projects, and the Temple Street project. Each of these projects is progressing forward now due to concerted efforts in these areas.
- Completed a Comprehensive Set of Public Improvement Specifications. Previous development throughout the City was done on a "piece-meal" specification. This completed set of specifications will allow developers, contractors, design professionals and homeowners to be equally aware of the quality and type of work that the City requires of them when they are doing work in the City of Hartford. Basically, this levels the "playing field" for all those that wish to do work within the City, so that they may all know what is expected from the very beginning.
- Participated and provided training for the first set of Neighborhood Monitors, which "graduated" this March. This process educates those members of the community to the policies and procedures used by the City of Hartford. In effect, this would be utilized as a "force multiplier" for the City staff for the inspection of the daily conditions of Hartford's neighborhoods.
- Integrated Park Maintenance personnel with Street Services/Clean City forces for leaf and snow removal operations. Move Park Maintenance / Cemetery to the centralized Operations office.

**Fiscal Year 2005-2006**

- Revise and update the 10-year equipment replacement plan to reflect the change in policy regarding the lease-financing method.
- Implement and continue fine-tuning the Waste Collection program.
- Hire additional seasonal staff for Park Maintenance to work weekends to assist with the cleaning of litter left in the parks during weekend activity.
- Develop and/or maintain positive working relationships by being more responsive to the citizens and businesses of Hartford in addressing their needs through the services we provide, in achieving the Mayor's goals.

**23-3  
PUBLIC WORKS**

**Program: Facilities**

**Goal:** The goal of the Facilities Program is to provide on going maintenance and custodial services for 38 City owned buildings so that City employees, Hartford residents and the general public have access to clean and safe public buildings.

<b>Program Activities</b>				
<b>Name</b>	<b>Goal</b>	<b>Legal Mandate</b>	<b>Mayor's Goal</b>	<b>Cost</b>
Electrical Mechanical Maintenance	Provide City employees, Hartford residents, and the general public use of buildings that have properly maintained and functioning mechanical systems so that work environments and public use areas are pleasurable.	√	6	\$558,174
Structural Maintenance	Provide City employees, Hartford residents, and the general public use of buildings and recreational facilities with structural systems that are safe and properly maintained so they may use the facility to its maximum capabilities.	√	6	\$342,974
Operations and Custodial Services	Provide City employees, Hartford residents and the general public access to clean, healthy, safe and well-maintained work environments and recreational structures so they may enjoy and utilize the facility to its maximum potential.	√	6	\$1,012,255
Repair and Maintenance	Provide City employees, Hartford residents and the general public access to clean, healthy, safe and well-maintained work environments and recreational structures so they may enjoy and utilize the facility to its maximum potential.	√	6	\$135,766
Special Projects	Respond to special project requests on a timely basis.	√	6	\$22,700
<b>Total for Program</b>				<b>\$2,071,868</b>

<b>Key Performance Measures</b>	<b>03-04 Actual</b>	<b>04-05 Target</b>	<b>04-05 Year End Forecast</b>	<b>05-06 Target</b>
<b>Output</b>				
# of work orders completed	3,945	3,950	3,950	3,950
# of custodial work orders completed	1,500	1,500	1,500	1,500
# of special events covered	24	25	25	25
# of special projects completed	12	15	15	15

**23-4**  
**PUBLIC WORKS**

**Program:** Engineering

**Goal:** The goal of the Engineering Program is to provide planning services, engineering services, architectural services, technical support, and contractual management for City facilities so that the infrastructure needs of the City can be accommodated.

<b>Program Activities</b>				
<b>Name</b>	<b>Goal</b>	<b>Legal Mandate</b>	<b>Mayor's Goal</b>	<b>Cost</b>
Support Services	Provide City employees and the general public with information relating to Public Works projects so that they are aware of construction activity.	√	1,3	\$23,935
Construction Supervision	Provide construction, administration and field inspection services for personnel in the Engineering and Architectural Division so that projects are performed correctly.	√	4,7	\$93,399
Records and permits	Provide convenient storage and public access to City records related to public properties and issue permits for encroachments in the City right-of-way for the general public so that they may access records and complete their projects.		4	\$90,719
GIS and Survey Services	Provide and maintain geographical information and mapping for various City departments so that City activities and use of the general public are supported.	√	4	\$53,787
Engineering and Architectural Services	Provide professional engineering and architectural services for planning, programming and design of projects for City owned infrastructure for other departments and the Department of Public Works so that projects are completed efficiently.	√	3,7	\$45,061
<b>Total for Program</b>				<b>\$306,902</b>

<b>Key Performance Measures</b>	<b>03-04 Actual</b>	<b>04-05 Target</b>	<b>04-05 Year End Forecast</b>	<b>05-06 Target</b>
<b>Effectiveness</b>				
# of projects completed within budget and on time	18	18	18	18
# of permits issued within 7 days	1,145	1,200	1,200	1,200
# of projects with design costs less than 10% of project cost	11	11	11	
<b>Output</b>				
# of permits issued	1,145	1,200	1,200	1,200
# of mapping assignments completed	1,500	1,500	1,500	1,500

**23-5  
PUBLIC WORKS**

**Program:** Traffic

**Goal:** The goal of the Traffic Program is to provide traffic operations services for the purpose of ensuring the safe and efficient movement of vehicular and pedestrian traffic on City streets.

<b>Program Activities</b>				
<b>Name</b>	<b>Goal</b>	<b>Legal Mandate</b>	<b>Mayor's Goal</b>	<b>Cost</b>
Traffic Operations	Provide the operation of the traffic control system and equipment for residents and visitors so that traffic moves safely and efficiently through the City.	√	1	\$183,736
Traffic Engineering Studies and Ordinances	Provide for the preparation and/or review of traffic studies, reports, plans and ordinances for residents and visitors so that streets and walkways are safe and efficient for traveling and parking.		1,3	\$54,159
Signs and Markings	Provide for the installation and maintenance of signs and markings for residents and visitors so that there is clear indication of traffic and parking use and regulations.	√	1	\$263,649
Parking Meters	Provide for the installation, maintenance and collection of revenue from parking meters for residents and visitors so that they have available short-term parking on City streets.	√	3	\$83,420
Street Light Maintenance	Provide and maintain street lighting for residents and visitors so that a proper level of illumination is maintained on streets and in public areas.	√	1	\$138,090
Hearing Officer	Provide residents with adjudication on City citation and parking ticket appeals and to schedule hearings as needed for violators so that regulations are enforced fairly and efficiently.	√	1	\$18,825
<b>Total for Program</b>				<b>\$741,879</b>

<b>Key Performance Measures</b>	<b>03-04 Actual</b>	<b>04-05 Target</b>	<b>04-05 Year End Forecast</b>	<b>05-06 Target</b>
<b>Effectiveness</b>				
# of permit/application reviews handled within 7 days	323	350	350	350
# of street light repairs completed within 7 days of notification (non decorative)	n/a	50%	50%	50%
<b>Output</b>				
# of permits/applications reviewed	535	550	550	550
# of appeals adjudicated	n/a	7,000	5,500	6,000

**23-6**  
**PUBLIC WORKS**

**Program:** Street Services

**Goal:** The goal of the Street Services Program is to maintain the City of Hartford rights-of-way by providing safe and passable road conditions at all times.

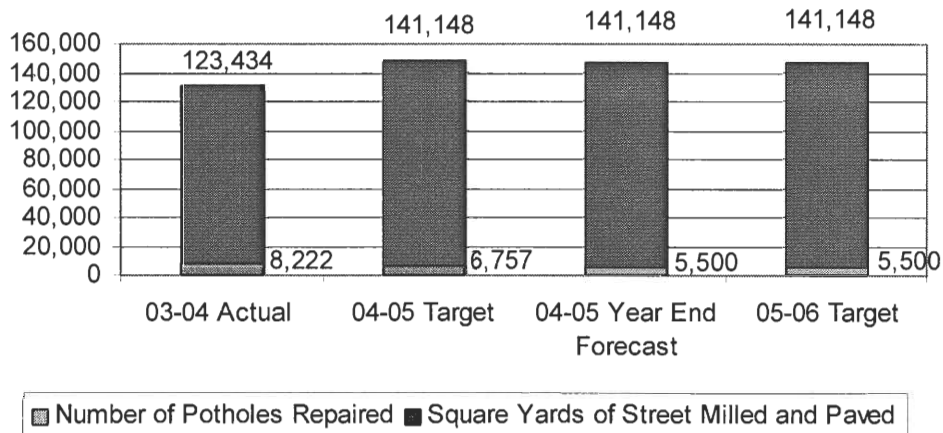
<b>Program Activities</b>				
<b>Name</b>	<b>Goal</b>	<b>Legal Mandate</b>	<b>Mayor's Goal</b>	<b>Cost</b>
Street Repairs	Provide for the repair of Hartford's streets for its residents so that they have safe and durable roadways.	√	1	\$429,526
Leaf Collection	Provide for the removal and disposal of leaves and other plant waste for Hartford residents so that they may have attractive streets and properties.	√	1,2	\$310,471
Snow Operations	Provide for the removal snow and application of sand to Hartford's streets for residents to keep safe and passable roadways at all times.	√	1	\$793,884
Drainage	Provide a well-maintained City owned drainage system to evacuate storm water flow for residents so that streets and properties are not flooded.	√	1	\$121,643
Carcass Collection and Disposal	Provide for the collection and disposal of dead animals within the public right-of-way for residents so that Hartford may have sanitary streets.	√	6	\$47,214
Eviction/Auction	Provide temporary storage for evictees' belongings so that they may be safely held until reclaimed or auctioned.	√	1,2	\$71,933
Support Services	Provide office interface for residents and support activities for Street Services so that Street Services may provide effective customer services.		6	\$85,615
Flood Control Operations	Provide for the operation of pumping stations for Hartford residents and commercial properties so that they are protected from flood damage.	√	1	\$102,552
Flood Control Maintenance	Provide preventive maintenance and repair to the flood control infrastructure so that the system is usable in a flood control event.	√	1	\$123,215
Milling and Paving	Provide for the milling and paving of Hartford streets for residents so that roadways are safe and comfortable to drive on.	√	1	\$438,802
Street Sweeping	Sweep City streets for residents and other property owners so that they have a safe and clean environment.	√	1,2	\$195,785
Road Reconstruction	Maintain or enhance the City's infrastructure at a safe, reliable and acceptable condition.	√	1,3	\$10781
<b>Total for Program</b>				<b>\$2,731,422</b>



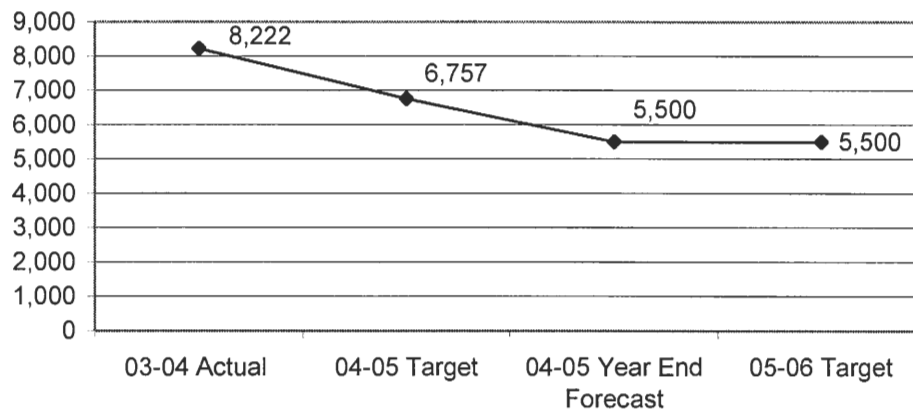
**23-7  
PUBLIC WORKS**

Key Performance Measures	03-04 Actual	04-05 Target	04-05 Year End Forecast	05-06 Target
<b>Effectiveness</b>				
% of routes completed within 8 hours of storm end	100%	100%	100%	100%
<b>Output</b>				
# of square feet of cutout repaired	26,190	50,000	50,000	50,000
# of square yards milled and paved	123,434	141,148	141,148	141,148
# of potholes patched	8,222	6,757	5,500	5,500
# of cubic yards of leaves collected	8,000	8,000	8,000	8,000
# of eviction auctions stored	294	292	292	292
# of eviction auctions completed	17	24	24	24

**Potholes Repaired Compared to Streets Milled and Paved**



**Number of Potholes Patched**



**23-8  
PUBLIC WORKS**

**Program:** Equipment Services

**Goal:** The goal of the Equipment Services Program is to repair and maintain Public Works, Police and other City agency vehicles and equipment in a safe and operable condition.

<b>Program Activities</b>				
<b>Name</b>	<b>Goal</b>	<b>Legal Mandate</b>	<b>Mayor's Goal</b>	<b>Cost</b>
Support Services	Provide the Equipment Maintenance Division with administrative support so that division objectives are accomplished.		4	\$56,704
Light Equipment Repair	Provide City departments with light equipment repairs so that 90% of light duty vehicles are operational at all times.		1,6	\$712,850
Heavy Equipment Repair	Provide City departments with heavy equipment repairs so that 90% of heavy-duty vehicles are operational at all times.		1,6	\$390,013
Stock Rooms	Provide DPW divisions with frequently used spare parts so that vehicle down time is minimized.		1,6	\$92,492
Light Equipment Maintenance	Provide City departments with light equipment maintenance so that light duty equipment remains in peak operating condition.		1,6	\$109,995
Heavy Equipment Maintenance	Provide City departments with heavy equipment maintenance so that light duty equipment remains in peak operating condition.		1,6	\$115,596
Fuel Service	Provide City departments with fueling service for City vehicles.		1,6	\$10,399
Small Equipment	Provide City departments with small equipment repair so that 80% of inventory is operational at all times.		6	\$102,137
<b>Total for Program</b>				<b>\$1,590,186</b>

<b>Key Performance Measures</b>	<b>03-04 Actual</b>	<b>04-05 Target</b>	<b>04-05 Year End Forecast</b>	<b>05-06 Target</b>
<b>Output</b>				
# of heavy vehicles operational	244	240	240	240
# of patrol vehicles operational	115	115	115	115
# of heavy vehicle repairs completed	922	1,000	1,000	1,000
# of patrol vehicles repaired	537	500	500	500

**23-9  
PUBLIC WORKS**

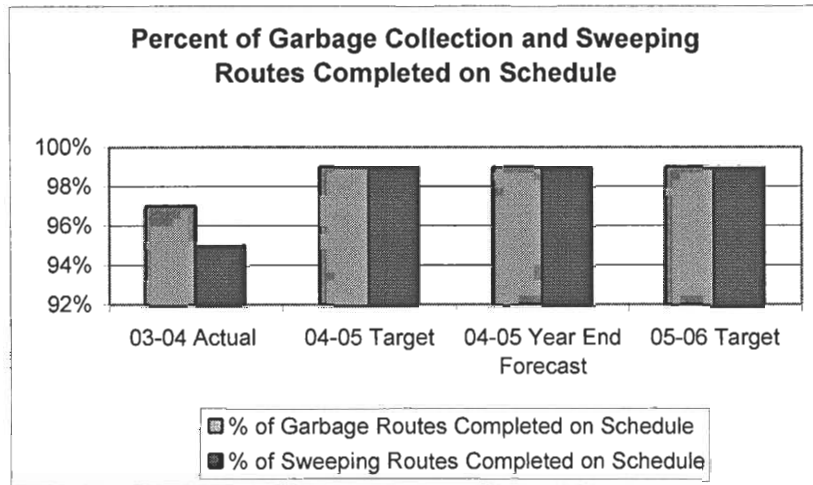
**Program:** Waste and Recycling

**Goal:** The goal of the Waste and Recycling Program is to collect and dispose of refuse, recyclables and bulky waste generated from residential and City-owned properties.

<b>Program Activities</b>				
<b>Name</b>	<b>Goal</b>	<b>Legal Mandate</b>	<b>Mayor's Goal</b>	<b>Cost</b>
Education and Enforcement	Provide education and enforcement activities for residents so that they are knowledgeable of and comply with Waste & Recycling regulations and procedures.		1,5,6	\$67,907
Household Waste Collection	Provide weekly trash pick up for residents so that their neighborhoods remain clean and environmentally safe.	√	6	\$2,129,274
Bulk Items Collection	Provide weekly bulk item pick up for Hartford residents so that their neighborhoods remain clean and environmentally safe.	√	6	\$249,602
Property Clean Up	Complete planned clean ups of City-owned and private properties between April through November so that neighborhoods are clean.		6	\$537,672
Drop Off Centers	Provide residential drop off services to the residents of Hartford in order to provide for a safe and clean City.		6	\$50,693
<b>Total for Program</b>				<b>\$3,035,148</b>

<b>Key Performance Measures</b>	<b>03-04 Actual</b>	<b>04-05 Target</b>	<b>04-05 Year End Forecast</b>	<b>05-06 Target</b>
<b>Effectiveness</b>				
% of residents responding that Hartford is a clean city	n/a	80%	80%	80%
% of garbage routes completed on schedule	97%	99%	99%	99%
% of sweeping routes completed on schedule	95%	99%	99%	99%
<b>Output</b>				
# of citations issued	11,237	12,000	12,000	12,000
# of city-owned properties cleaned up	180	230	230	250

**23-10  
PUBLIC WORKS**



**Program: Parks**

**Goal:** The goal of the Parks Program is to provide residents and visitors with attractive and well-maintained parks, cemeteries, urban forest system, playgrounds and other designated areas such as traffic medians, horticultural displays and the Elizabeth Park Rose Garden and greenhouses.

<b>Program Activities</b>				
<b>Name</b>	<b>Goal</b>	<b>Legal Mandate</b>	<b>Mayor's Goal</b>	<b>Cost</b>
Support Services	Provide administrative support services for division personnel to accomplish planned objectives to meet resident needs.		6	\$143,915
Horticulture	Provide residents of Hartford with high-quality seasonal landscaping and garden displays for recreational activities and scenic areas.		6	\$275,822
Forestry	Provide residents of Hartford and the region with a healthy urban forest to enjoy, streetscapes and parks.	√	6	\$184,786
Park Maintenance	Provide the residents of Hartford and the region with well-maintained athletic fields, play areas and playgrounds in which to enjoy recreational activities.		6	\$165,923
Mowing Operations	Provide residents of Hartford and the region with well-groomed parks and green spaces to ensure safe landscaping for recreational activities.		6	\$916,283
Cemetery Operations	Provide residents and families of Hartford burial operations to ensure appropriate landscaping for cemeteries.		6	\$34,184
Park Snow and Ice Operations	Provide residents and others with safe conditions for traveling and recreational activities in the parks during winter months.		1	\$429,148
Vegetation Management	Provide vegetation management services to City properties so the City lots are clean and groomed.		6	\$24,184
<b>Total for Program</b>				<b>\$2,174,246</b>

**23-11  
PUBLIC WORKS**

<b>Key Performance Measures</b>	<b>03-04 Actual</b>	<b>04-05 Target</b>	<b>04-05 Year End Forecast</b>	<b>05-06 Target</b>
<b>Outputs</b>				
# of special events facilitated	336	300	300	350
# of acres maintained based on a 5 to 7 day maintenance cycle	550	550	550	550
# of street tree inventory (21,000) pruned each year	68	300	300	300
# of street tree inventory (21,000) removed each year	91	150	150	150
# of field uses	5,490	5,500	5,500	5,550
# of BOE/Youth Program uses	4,579	4,000	4,000	4,500

# ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006									
City-Wide Goal				PUBLIC WORKS					
City-Wide Strategies									
Department Objectives				Activity	Actions	05	Timeline		06
						1Q	2Q	3Q	4Q
1.0 Improve Public Safety									
	1.5	Develop efficient and effective support services and methods to deploy personnel and capital resources							
		1.5.1	Emergency vehicles will be operational at all times	Equipment Services	1 - Implement a Fleet Management System designed to identify and track vehicle repair and labor cost. This system will identify preventive maintenance needs in advance.	X			
					2 - Emergency vehicles will be operational within 24 hours of being brought in for repairs.	X			
		1.5.2	Improve safety through better snow removal	Street Services	1 - Keep roads opened and accessible during storms for safety vehicles.		X	X	
		1.5.3	Prioritize maintenance of Public Safety Buildings	Facilities	1 - Public safety buildings will be given 1st priority in all maintenance & repair work.	X			
3.0 Stimulated Economic Development									
	3.6 Improve economic development processes and delivery								
		3.6.1	Expedite department reviews of development projects	Engineering	1 - Issue permits within 24 hours.	X			
		3.6.2	Help seek State Department of Transportation authorization where applicable	Engineering	1 - Assist developer in obtaining DOT permits & specifications.	X			
		3.6.3	Reduce cost of Infrastructure improvements for developers	Engineering	1 - Standardize specifications.	X			
4.0 Improve Quality Management of Processes/Resources									
	4.1 Establish and maintain a system of process improvement								
		4.1.1	Develop and update policies and procedures	Administration	1. All policies and procedures have to be scanned and saved electronically.	X			

# ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006									
City-Wide Goal				PUBLIC WORKS					
City-Wide Strategies									
Department Objectives				Activity	Actions	05	Timeline		06
						1Q	2Q	3Q	4Q
4.3	Improve inter-department cooperation								
4.3.1	Continue assisting other departments whenever help is needed			Administration	1 - Identify areas where DPW can partner with other departments to provide services.	X	X	X	X
					2 - Continuous communication with other departments to streamline procedures and establish new approaches of delivering services.	X	X	X	X
4.4	Train people in quality skills								
4.4.1	Provide training for staff			Administration	1 - Assess staff needs with regards to departments service delivery requirements.	X	X	X	X
					2 - Implement a plan for continuous training to match employee needs to improve services.	X	X	X	X
5.0	Establish Legal and Policy Mandate Baselines								
5.1	Develop and maintain a system for mandate oversight								
5.1.1	Identify legal mandates and compliance by program			All Activities	1 - Continuous monitoring of updated ordinances.	X			
5.2	Establish a process for mandate review and challenge								
5.2.1	Identify non-cost effective activities			All Activities	1 - Once identified as non-cost effective, establish a more cost effective delivery.	X			

# ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006									
City-Wide Goal				PUBLIC WORKS					
City-Wide Strategies									
Department Objectives				Activity	Actions	05 Timeline 06			
						1Q	2Q	3Q	4Q
5.3	Establish a more cost efficient delivery of mandates								
5.3.3	Division Managers will establish a more cost efficient delivery of services			All Activities	1 - New waste collection system implemented.	X			
					2 - Implement the combining of staff from streets, parks and W&R for leaf collection, snow removal and park maintenance.				
6.0	Improve City Health and Cleanliness								
6.5	Reconstitute efforts to combat blight								
6.5.1	Improve all Clean City activities			Street Services	1 - Develop a schedule for property clean-up, for both city and private clean-up.	X			
					2 - Develop & centralize a work order system.			X	
6.5.2	Improve the maintenance of all City parks			Park Maintenance	1 - Institute a public awareness program, emphasizing the benefits of public green spaces and address the problems pertaining to litter and illegal dumping.	X			
					2 - Hire seasonal staff to assist with the upkeep of all parks.	X			



# ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

City of Hartford: City Matrix 2005-2006									
City-Wide Goal				PUBLIC WORKS					
City-Wide Strategies									
Department Objectives				Activity	Actions	05 Timeline 06			
						1Q	2Q	3Q	4Q
	6.5.3	Improve recycling effectiveness & better enforce waste collection rules		Waste & Recycling	1 - Identify locations that are not complying with recycling.	X	X	X	X
					2 - Develop an Education enforcement plan to target identified violators.	X			
					3 - Curbside education.	X	X	X	X
7.0 Stimulate Residential Development									
7.4		Promote the development and preservation of decent, safe housing that is affordable and attractive to a mix of residents							
	7.4.1	Beautification of parks and public green spaces		Park Maintenance	1 - Identify improvement projects for neighborhoods, park entrances, borders and public green spaces.	X	X	X	X